New England Deaconess Hospital
Boston, Massachusetts

pulse

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Dr. Clouse succeeds Dr. Kellett as chairman of diagnostic radiology

Dr. Melvin E. Clouse has been named by the executive committee of the board of trustees to succeed Dr. Mirle A. Kellett as chairman of the department of diagnostic radiology. Dr. Kellett, who submitted his resignation in June to be effective on September 30, will join the radiology department of the York Hospital in Maine, where he will be able to continue his practice in a more rural setting. He and his family have spent summers in the York area for many years and look forward to making Maine their permanent residence.

Dr. Kellett has been with the Deaconess for 27 years, since his days of residency here and at Peter Bent Brigham Hospital, following his graduation from McGill University Medical School and his internship at Lawrence General Hospital. He became chairman of the diagnostic radiology department in 1966 when the department of radiology was reorganized into two separate divisions – diagnosis and therapy.

Diagnostic radiology has since increased in size, volume, and technology. During the last ten years the number of films taken has increased by 77 percent and equipment has been added for nuclear medicine, vascular radiology, ultrasound, and mammography.

Dr. Melvin E. Clouse

Dr. Melvin E. Clouse, who lives in Brookline with his wife and two sons, was a member of the radiology department at the Massachusetts General Hospital for three years, prior to joining the Deaconess in 1969. He is currently a clinical instructor in radiology at the Harvard Medical School.

After receiving his M.D. from the University of Texas, Medical Branch, he interned at Philadelphia General Hospital. Following his residency and fellowship at Massachusetts General Hospital, Dr. Clouse was a fellow at the Oak Ridge Institute of Nuclear Studies, Tennessee, and the Armed Forces Institute of Pathology, Walter Reed Hospital, Washington, D.C.

Dr. Clouse is a fellow in the American College of Radiology, secretary in the New England Roentgen Ray Society, counselor for the Massachusetts Radiological Chapter to the American College of Radiology, and a member of the Radiological Society of North America and American Roentgen Ray Society.

Dr. Mirle A. Kellett

Dietetics initiates new internship program

Two years ago the department of dietetics instituted a one-year general dietetic traineeship to provide clinical experience for college graduates in food and nutrition. This year the traineeship will be replaced by a nine-month dietetic internship which will offer a specialization in clinical dietetics.

Either type of training program provides the fifth year of a dietitian's training, enabling him or her to take the American Dietetic Association (ADA) registration examination and to become a member of the organization.

While the guidelines for traineeships, established by the ADA, limit the number of students which a program of this nature may admit at a given time, an internship may increase the size of its class at the discretion of its faculty. Furthermore, the internship, once it is approved, is an ongoing program. The traineeship must be approved each year.

In January, a representative from the dietetic association headquarters in Chicago came to evaluate the traineeship program at the Deaconess. For two days, La Rose Ketterling, R.D., toured the hospital, met with the dietary staff, the trainees, and representatives from other area institutions to which the trainees were assigned for affiliation experiences, as well as with Peter Campisano, assistant administrator, to learn more about the nature and quality of the program. Miss Ketterling's comments were very positive. In her final report, which was submitted to the ADA, she recommended that NEDH seriously consider the change from a dietetic traineeship to a dietetic internship. Among the reasons she listed were, "excellent facilities available . . . a sophisticated educational and research environment . . . providing a variety of clinical experiences . . . which enable the trainee to observe various approaches to medical care."

She also praised the well qualified dietetic staff, who presented a variety of role models, and the strong administrative support. Another point she mentioned was "conscientious screening of applicants . . . in addition to the evaluation of transcripts and recommendations, a personal interview is done before the applicant is accepted . . ."

Under the new program, the class will expand from four to six students. In making the change, the Deaconess program becomes the fifth dietetic internship in the Boston area.

LAZING IN THE SUN. *When winter brings the cold and the snow we will all yearn for those hot August days when we could bask in the sun and enjoy our lunches. That's just what Mark Gersham and Larry Collins were doing after a morning of hard work manicuring the Deaconess landscape.*

Ambulatory Rehabilitation Center plans conference

The Ambulatory Rehabilitation Center is holding a "public service conference" in the Joslin Auditorium to inform all members of the Deaconess community about the purpose, structure, and function of the Center. The conference will be held twice on October 1 at 1 p.m. and 9 p.m.

The featured speakers will be the core staff of the Center, Dr. John Rowbotham, director; Edith Lenneberg, cancer rehabilitation coordinator; Margaret O'Connell, social worker; and Anne McCormack, R.N. Paul Babcock is the administrator of the Center. In addition, there will be exhibits, printed material, and an opportunity to ask questions.

The Ambulatory Rehabilitation Center, recently opened, has three component programs: the Cancer Rehabilitation Unit, the Stoma Rehabilitation Clinic, and the Mastectomy Rehabilitation Program, all designed to help cancer patients determine what they need to remain as active as possible during and after the time of their treatments.

Many Deaconess departments participate in these programs. Services offered are health education, nutrition, physical, enterostomal, and respiratory therapies, oral and dental hygiene, and psychological, social, and pastoral counseling. Speech therapy and es-

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Profile: Maisie Brangman

Maisie Brangman is out of the classroom and into a different type of action now, and enjoying every minute of it. After seven years as an instructor in surgery at the NEDH School of Nursing, Mrs. Brangman, R.N., is the supervisor of ambulatory services. Appointed on July 1, she is responsible for proper patient coverage in the observation unit, ambulatory surgery, and foot room. As Mrs. Brangman says, "I do everything everywhere to help."

"It's nice to be back with the patients," she continued. "As an instructor I had to observe the students and cound not participate in surgery as much as I wanted to." Now she participates in all aspects of patient care.

During the day it is not unusual to see Mrs. Brangman scrubbing and gowning for an operation, conferring with the staff on a new admission, giving medications, talking to a patient's family, or writing reports. It is a mixture of administration and nursing, with an emphasis on the latter. Mrs. Brangman is much too active to sit in her office.

Her day begins at 5:30 a.m., when she and her husband, Ashfield, the chief managing accountant at Tufts University, play tennis for 45 minutes before going to work. She's very athletic and will try any sport. Growing up with eight brothers and one sister gave her many opportunities to improve her skills.

The day doesn't end for Mrs. Brangman when she leaves the observation unit. Evenings are for entertaining, with as many as 14 people for dinner. Her menu is often composed of meals from her native land, Jamaica.

A menagerie of birds and dogs demand a lot of attention at her Forest Hills home. Mrs. Brangman also likes to bake for weddings, birthdays, or just for fun. Many people at the Deaconess have happily experienced this hobby firsthand.

Since her appointment as supervisor, Mrs. Brangman has decorated the observation unit with many of her plants, adding touches of gaiety to the chemotherapy room and the ambulatory surgery reception area.

Although Mrs. Brangman is from a very close family, she is the only one of her family to reside in the United States. Every year she and her husband, who is from Bermuda, visit either his or her family.

In 1960 she arrived at the Hinsdale Hospital School of Nursing in Illinois. When she graduated in 1962 she began her nursing career in the operating room of that hospital.

Two years later she went to Andrews University in Michigan. While studying for her B.S. in nursing, she worked evenings in the operating room and in pediatrics. When she received her degree in 1967, she went to the Cleveland Clinic to specialize in open heart surgery.

An advertisement in a Cleveland newspaper brought Mrs. Brangman to the Deaconess to interview for the position of instructor in surgery. "I came in the middle of a snowstorm. It almost discouraged me, being from the sunny island of Jamaica," Mrs. Brangman said.

She taught her first class in February, 1968. To prepare her students for surgery, Mrs. Brangman lectured on principles of asepsis, had clinical conferences, showed films, used visual aids, gave demonstrations, and observed return demonstrations. In a lab practice the student nurses learned how to scrub, gown, and glove themselves and the doctors, and learned the names of the instruments and their uses. Their first day in the operating room was only to observe procedures.

In spite of all Mrs. Brangman's preparation, not all students looked forward to their second day in the operating room, when they assisted in surgery.

"I used to tell my students that if you feel like fainting, fall backwards and not into the patient," laughs Mrs. Brangman, who has had three students faint at once.

She can show compassion and a sense of humor in such situations because she can remember her own growth from novice to professional during the 13 years she spent in the operating room.

"When I went into nurses's training, I was so afraid of blood that I didn't think I could go into the operating room. I requested that my director send me into surgery on the last rotation," recalls Mrs. Brangman. "But as you can see, I've been in surgery ever since."

Mrs. Brangman has had a very close working relationship with her students. She is described by two former students, now nurses on the observation unit, as a very caring person. With her the patient comes first.

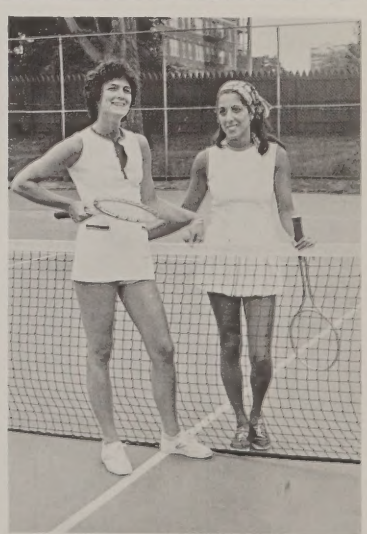
"Off the job, I can be as funny as anybody, but on the job I'm very professional." said Mrs. Brangman. "How can I be otherwise in life-threatening situations where contamination can mean the difference between one week or one month in the hospital?"

Other former students have cited Mrs. Brangman's professionalism and ability to respond to their needs as influential in their training as nurses.

"Her concern for other people is an obvious characteristic of Maisie. You can feel it," said Barbara Hooker, R.N., who was her immediate chairman for five years and is now the curriculum coordinator in the School and a very close friend. "She exhibits loyalty, sincerity, and common sense not only in her job but also to her friends and family."

Mrs. Brangman empathizes with her patients. She liked working in surgery because with each operation she felt that she was doing something to help the patient get well.

"I didn't like to work on the medical/surgical floors because patient recovery seemed too slow and I never felt like I was doing anything. I felt like I was failing as a nurse," said Mrs. Brangman. "In surgery and in the observation unit, I'm sharing the way I function best. All nurses perform different aspects of care with the same motive – making the patient well." Then she walked out of her office to the observation unit to do just that.



THE LAST VOLLEY. *The final match of the First Annual Invitational NEDH Mixed-Up Doubles Tournament was held August 18, and when the dust settled, Nelson Fox, (r.) business office, and Dr. John Hinman, hematology and internal medicine, assumed their places in Deaconess sports history as the first victors of the tournament, winning in a tie breaker, 5-4. Nelson and Dr. Hinman, winners of the consolation ladder, met Bonnie Reynolds (l.), service coordination, and Linda Bracken, purchasing, winners of the championship ladder, in a match of tennis skills for the coveted trophy. Although Bonnie and Linda played with determination, their smashing serves were edged out by the strategic volleys of their opponents. The season ended soon after and tennis racquets were carefully tucked away until next year's summer sun warms up the courts for the Deaconess hospital hot-shots.*

NEDH ANNUAL REPORT RECEIVES AWARDS. *The 1974 Annual Report of the New England Deaconess Hospital attracted recognition as an excellent production by receiving two awards of commendation. Pictured above is Don Mitchell of Woodland Publishing Company presenting M. Eleanor Clapp, manager of public relations, with a plaque from the Publishers Industries of America for the report's excellence in the Graphic Arts Award Competition. A second award from the Idea Exchange of the S. D. Warren Co. was also conferred upon the report on the basis of its "persuasive synthesis of uncommonly fine design." It went on to praise the annual report as a "landmark . . . in printing craftsmanship."*

NEDH weathering the financial storm

Like everyone, the New England Deaconess Hospital is suffering the squeeze of the recession. Money and energy are in short supply, and the needs of the hospital are growing.

Yet, unlike everyone, the hospital has been able to weather the financial crisis thus far through the continued cooperation of its departments and of its personnel. Many of the operating expenses of the hospital have been held down over the years by identifying areas of possible waste and avoiding them. This effort to work efficiently has strengthened and complemented the quality of patient care.

While many industries and institutions have been forced to battle the recession with cutbacks and layoffs, the individual departments of NEDH have successfully instituted their own campaigns to save money and have been using these cost-saving plans for a number of years.

According to Joseph E. Doherty, manager of building services, the greatest efficiency in the use of housekeeping products has been effected through the elimination of several minor products which, although necessary at one time, have since proved to be dispensible. For example, instead of purchasing cleaning solutions in bulk, he has found it more economical to buy materials in prepackaged amounts to insure proper dilution and guarantee the maximum amount of cleaning usage.

Pre-packaging has also been used by the pharmacy since 1970. Spiros Thomas, Farr 10 satellite pharmacy, says that "medications are being distributed much more efficiently now that they are packaged in unit-doses. Costs have been held down by making unused drugs reusable. Through this practice medicines are also kept more sterile."

NEDH has the most efficient laundry in the area. Our average linen expense per patient is about $2 per day, or 1% of the gross hospital expenses. Other hospitals operate their laundries on 2.5% of gross expenses, or about $5 per day for each patient. By using improved automated systems and maintaining a low turnover rate of employees, Roger Peterson, manager of laundry and grounds, has been able to accomplish this low cost of laundry processing in spite of the fact that the cost for linen has doubled in the last four years.

Energy, whether steam, electricity, or chilled water, is one of the hospital's largest expenses. Efficiency in this area is the responsibility of Cornelius H. Keating, manager of maintenance and engineering. He points out that many things are being done to conserve energy and save expense for the hospital. Efficient recycling of steam saves the hospital $50,000 per year, or 10% of the annual steam bill. A significant savings in the cost of electricity is accomplished by shutting off the large exhaust fans in the kitchen between 6 p.m. and 6 a.m. "And every night," says Mr. Keating, "we go around and turn off all the air conditioners in empty offices."

The hospitals affiliated with the Harvard Medical School have joined in their efforts to conserve energy. The Deaconess and several other hospitals purchase steam from the Cooperative Plant. Deaconess is also one of the hospitals on a master contract with MASCO (Medical Area Service Corporation) which maintains elevator service and other joint projects for the hospitals All of these cooperative services result in substantial savings.

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Management students from all over the world visit NEDH

Early this summer, 35 students from several of the world's developing nations visited the New England Deaconess Hospital as part of their program in Agro-Industrial Management at the Arthur D. Little Management Education Institute.

The Deaconess Hospital has been an integral part of this program for the last eight years. Along with their work in the classroom, the students tour several industries and institutions in the Boston area to better understand different types of management. Also, they travel to New York, Washington, D.C., Chicago, and California to study major management programs.

This year, as in previous years, Executive Vice President R. D. Lowry addressed the group on hospital management, financing, and the varieties of jobs and services offered by the Deaconess. The presentation was followed by a question and answer session and a tour of the hospital.

The Deaconess' role in the Arthur D. Little program was initiated in 1967 by Russell W. Olive, professor in business management at Northeastern University and ADL faculty staff member, who contacted Mr. Lowry and requested the Deaconess' participation. According to Professor Olive, the trip to the Deaconess is an essential aspect of the program because "the hospital exemplifies the type of effective management we stress in the classroom."

The students, who are candidates for a master's of science degree from the ADL ten-month program, are interviewed for admission into the program by ADL professionals in their own countries. They generally hold low to middle management positions and are sent to the program by their employers.

Ambulatory Rehabilitation Center . . .

(Continued from page 1)

ophageal speech training will also be provided for, as will limbs, maxillofacial and breast prostheses, stoma equipment, and vocational planning.

Either the patient or the doctor can initiate a referral to the Center, which works in cooperation with the physician. Rehabilitation services are offered in addition to treatment, never in place of it.

Health fair on Boston Common attracts many

The Boston Common was the site of a health fair sponsored by the Boston Consumer Health Council on July 17, 18, and 19. More than forty groups offered demonstrations, films, diagnostic testing, literature, and exhibits on different aspects of health care. The program for each afternoon included prestigious speakers from area health centers.

The Deaconess presented an exhibit on their recently opened Ambulatory Rehabilitation Center which illustrated the facilities and services available to ambulatory cancer patients. The display prompted the question, "Who is eligible to come to the center and what services are provided?"

Anyone from the greater Boston area is eligible to use the Center's services, which include health education, nutrition therapy, physical therapy, enterostomal therapy, oral and dental hygiene, respiratory therapy, and psychological, social, and pastoral counseling. The Center works in cooperation with the patient's physician.

The Deaconess and other health care institutions provided an informative and interesting panorama of the reasons why Boston is the "hub" of the nation's interest in medical education and health care services.

Miss MacRitchie retires

Mary G. MacRitchie, R.N., Intravenous Therapy, was honored at a retirement party in Harris Hall on July 17 after 21 years of service to the Deaconess Hospital. Before working in I.V. Therapy, she was a nurse in surgery.

Miss MacRitchie was graduated from the Bath Memorial Hospital School of Nursing in Maine in 1943. After moving to Massachusetts she joined the United States Army Nurse Corps. She has also received her real estate broker's license and is a Notary Public.

In 1957 she initiated the Deaconess Reserve Program through the 373rd General Hospital at the Boston Army Base, where she presently holds the rank of lieutenant colonel. In this program, Army reservists volunteer as nursing aids for the hospital and in return they learn about health care through special lectures and programs. Miss MacRitchie is presently Officer in Charge and will continue her work with the Army upon retirement from the Deaconess.

Miss MacRitchie plans to enjoy her boat and her home in Mashpee on Cape Cod after she retires. "I love the ocean," she says. "I want to relax and be a beachcomber."

Mary MacRitchie holds a gift from her many friends at the Deaconess.

Smoking restricted

The enforcement of no-smoking rules is not an easy task, but the rights of non-smokers as well as the dangers of smoking make the attempt worthwhile. Dr. Theodore L. Badger presented the position of the Pulmonary Diseases Committee on smoking at a recent meeting of the Medical Administrative Board. It was voted to designate the following areas of the hospital as no-smoking areas and ask that each of us conform to the regulation:

1. The Coffee Shop off the main lobby.
2. Nurses' stations on all medical and surgical wards, including the doctors' section.
3. Two, three, and four-bed wards unless all patients are smokers.
4. All corridors.

Mr. R. D. Lowry suggested that it would be very helpful if the doctors would speak to their own patients if a smoking problem arises in a multi-bed room.

Employees in action . . .

Margaret A. Burns, R.N., manager of surgical services, has been elected president-elect for 1975-1976 by the Association of Operating Room Nurses, Massachusetts Chapter 1.

Peter Campisano, assistant director, was advanced to membership status in the American College of Hospital Administrators at its convocation ceremonies held August 17 in Chicago.

Chaplain Martin E. Cernek has been elected a corporate member of the Morgan Memorial Goodwill Industries at the agency's recent 80th annual meeting.

Gail Graham, administration, was elected president-elect of the Massachusetts Hospital Association Administrators' Secretaries at their annual meeting held recently in Portsmouth, New Hampshire.

Financial storm . . .

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Peter Campisano, assistant director, says that the hospital will continue to search for additional ways of saving money through projects that cut across department lines. He suggests that the Product Review Committee be expanded to solicit and evaluate suggestions for economizing. This is a necessary step because "employees, due to their proximity to the situation, are often aware of areas where there are needs for greater efficiency and they can suggest measures that could be applied to change the situation."

People are NEDH's greatest source of energy. Enabling people to make optimum use of their technical skills is the best concept of efficiency. One way that nurses are being freed to handle the more specialized tasks of patient care is in using student nurses to do more of the semi-professional work. According to Paul A. Babcock, manager of ambulatory services, and Lois Preston, associate director of nursing services, this provides a welcome service to the hospital and necessary training for the students. Another service which also results in freeing nurses for their professional duties is that provided by the department of service coordination. They provide personnel for clerical duties, ordering supplies, transcribing of doctors orders, and many other time consuming functions.

Several departments have advocated the establishment of a central materials distribution center, although adequate space for such a project is not yet available. It is hoped that this would cut down the necessity of storing materials on the floors and would reduce the time nurses must spend putting these materials away, thus giving them more time with the patients.

Individual departments have produced encouraging results in their self-initiated programs for saving money. Those mentioned above are but a few. Future success is dependent upon continued and increased cooperation among the departments. Sharing of personnel, materials, and ideas will insure a constant supply of innovations to maintain optimum efficiency.

Every employee of the hospital is important in our efforts to hold down expenses and thereby prevent cutbacks in service and possible layoffs.

Director Richard E. Lee was re-elected treasurer of the Massachusetts Hospital Association.

Charles K. Spalding, maintenance and engineering, spoke on "A Hospital Engineer Looks at Regulations" at a seminar on "The Occupational Safety Hazard Act and Hospital and Health Care Facility Safety" sponsored by the Massachusetts Hospital Association and the Safety Council of Western Massachusetts on July 1 at the Northampton Veterans Administration Hospital.

DEACONESS SOFTBALL TEAM ENDS SEASON IN THIRD PLACE. *The Deaconess hospital's "Big Blue" ended a highly competitive and spirited season in third place, three games out of first. The outstanding plays of outfielder Gene Samborsky, pharmacy, can be credited for this fine finish, which landed the team a place in the playoffs opposite Carney Hospital. Defeat in the best of three series was hard to swallow since the Deaconess lost the first game in extra innings, 5-4, and the second game in the last inning, 8-7. The Big Blue was especially proud of rookie shortstop Tom Hatem (pictured above), co-op student in pharmacy, who made the hospital league's all-star team.*

New England Deaconess Hospital
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pulse

The New England Deaconess Hospital is a 471-bed and 16-building complex. Physicians from the Joslin Clinic, the Lahey Clinic, Overholt Thoracic Clinic and the independent medical and surgical staffs serve the needs of their patients at the hospital. The Deaconess is internationally known for diagnosis, treatment and research in brain and chest surgery, cancer, diabetes and general medicine, and is affiliated with Harvard Medical School.

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